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The 1998 Marine Corps Leadership Survey



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The 1998 Marine Corps Leadership Survey

by Amy L. Culbertson, Zannette A. Uriell, Paul Rosenfeld,
and Kathryn A. Swangin

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13. ABSTRACT (Maximum 200 words) This report summarizes the findings from the 1998 Marine Corps Leadership Survey completed by 955 Marine Corps leaders, both enlisted and officer. The survey was developed by Headquarters Marine Corps (MW) in conjunction with the Navy Personnel Research and Development Center (NPRDC). The surveys were mailed to leaders on a Headquarters-level distribution list for senior-level leadership. Completed surveys were analyzed and summarized by researchers at NPRDC. The overall survey response rate was 62%, with Commanding Officers, Officers in Charge, and Non-commissioned Officers replying to the survey. The findings indicate strong support among leadership for MWR programs: most leaders stated they encourage Marines to use MWR, they believe MWR is a valuable component of Marine Corps life, and that MWR improves the quality of life of their Marines. Details regarding leaders' ratings of program importance, MWR contributions to outcomes, MWR deployment support, MWR funding, MWR communications, and leader satisfaction with MWR may be found in this report. In addition, 63% of those who did respond to the survey provided written comments that are summarized in Appendix A. A copy of the survey itself may be found in Appendix B.					
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Foreword

This project was requested by Headquarters, Marine Corps Morale, Welfare, and Recreation (MWR) as the first Service-wide effort to systematically assess leadership views of MWR programs. This effort focused specifically on MWR facilities, services, and programs offered to active duty personnel. The authors thank Kim Wayland, Nancie Sullivan Oliver, and Tamra Avrit for their sponsorship of the project. The authors also express appreciation to Major Doug Marr for his assistance in the data analysis. Appreciation is also expressed to those who gave feedback on the survey, including Major Middlebrooke, Manpower and Reserve Affairs, and Marines from the Studies and Analysis Division, Marine Corps Combat Development Center, Quantico, VA. Appreciation is also expressed to Sue Ryan, Management Analyst, who directed all aspects of the scannable survey design, production, and data scanning. Lastly, the authors thank Sam Polese, Technical Editor, for his editing and production of this report, as well as the many Marine Corps leaders who took the time to complete the survey. The information summarized in this report provides Marine Corps MR with leadership information on how to improve their facilities and services.

THOMAS A. BLANCO

Director

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Table of Contents

Executive Summary	ES - 1
Background	1
Survey Respondents.....	7
Importance Ratings of Programs	13
MWR Contributions to Outcomes	19
MWR Deployment Support	25
MWR Funding	41
MWR Communications	47
Leader Satisfaction	57
Summary.....	63
Recommendations	67
Appendix A: Comments from Marine Corps Leaders.....	A-0
Appendix B: Marine Corps Leadership Survey	B-0

Executive Summary

This Management Report summarizes the results of the 1998 Marine Corps Leadership Survey completed by 955 Marine Corps leaders, both enlisted and officer. The survey was developed by Headquarters Marine Corps Morale, Welfare, and Recreation (MR) in conjunction with the Navy Personnel Research and Development Center (NPRDC). The surveys were mailed to leaders on a Headquarters-level distribution list for senior-level leadership. Completed surveys were sent to NPRDC in San Diego, CA, where they were analyzed by researchers.

Survey Respondents

- Of the 1,532 surveys mailed, 955 completed survey were completed and returned, constituting a 62% response rate.
- Thirty-two percent of the respondents were Commanding Officers, 14% were Officers in Charge, 51% were Senior Non-commissioned Officers in Charge, and 3% didn't state their position.
- Forty-four percent of the respondents were part of the Fleet Marine Forces, and 56% were Non-Fleet Marine Forces.
- Fifty percent of the respondents were leaders of commands with less than 100 Marines, 30% were leaders of commands with 100-500 Marines, and 20% were leaders of commands with more than 500 Marines.
- Eighty-two percent of the respondents were located in CONUS, 18% were located in OCONUS.

Importance Ratings of Programs

- There were small differences in the importance ratings of MWR programs.
- When rank-ordered, the top three programs were the fitness center, unit funds, and the gyms.
- There were some differences in the importance ratings of those from Fleet Marine Forces vs. Non-Fleet Marine Forces.

MWR Contributions to Outcomes

- The top three outcomes to which MWR contributes are: 1) fitness/physical condition, 2) opportunities for fun and leisure, and 3) boredom relief/break from work.
- There were no statistically significant differences in comparing the outcomes ratings by Fleet vs. Non-Fleet, CO/OIC vs. SNCOIC, or by size of command.

MWR Deployment Support

- The three most important activities for deployed Marines are: 1) access to e-mail, 2) free weights, 3) unit funds.
- There were big differences in the ratings of important MWR activities compared to those actually available for deploying units.

MWR Funding

- Leaders want more unit funds.
- Leaders believe that MWR funding should be increased.

MWR Communications

- Leaders get MWR information primarily from the Base PAO/newspaper.
- Just over half of leaders said they receive MWR information in a timely manner; obtaining timely communication is even more difficult for small commands.

Leader Satisfaction

- Most leaders agree that they encourage Marines to use MWR
- Leaders believe MWR is a valuable component of Marine Corps life
- Leaders believe MWR improves the quality of life of their Marines

Summary

- Survey obtained excellent response rate, and two-thirds of all respondents provided written comments.
- Although ALL MWR programs had similar ratings of program importance, when rank-ordered the top three were the fitness center, unit funds, and the gyms.
- Differences in Fleet vs. Non-Fleet ratings of program importance may show that the Non-Fleet is not tuned-in with Fleet needs.
- The top three outcomes to which MWR contributes are fitness/physical condition, opportunities for fund and leisure, and boredom relief/break from work.
- Deployment support needs attention
 - Big gaps exist between ratings of importance and what is actually available to deploying Marines
- The lowest satisfaction rating on the entire survey was in response to the statement "I am satisfied with the amount of unit funds available to me as a leader."
- Leaders want more unit funds and they also want more control in how they can spend those unit funds.
- Leaders primarily get their MWR information from the Base PAO/newsletter.
- About one-quarter of all leaders do NOT receive MWR information in a timely manner - this is especially true of those in small commands.
- Over two-thirds of all leaders directly tell personnel about MWR; over half of leaders are communicating MWR information through electronic means (e.g., e-mail).
- Most leaders agree that they encourage their Marines to use MWR.
- Most leaders agree that MWR is a valuable component of Marine Corps life.
- Leaders appreciated the opportunity to provide MWR with feedback; the key to the success of the survey will be acting upon their feedback.

Recommendations

- HQs reevaluate importance of MWR programs
 - Focus funding/efforts on smaller set of core programs
 - Ensure existence and consistency in these programs world-wide
- HQs focus initiatives on deployment support
 - Reevaluate providing so many choices
 - Make sure can provide most important
 - Access to e-mail
 - Free weights
 - Unit funds
- Give leaders more freedom in using/accounting for Unit Funds
- Mount a communication campaign
 - Develop state-of-the-art MWR HQs Web page
 - Inform leaders of what is happening at HQs
 - Talk about what is being done for Marines
 - Devote section of Web page to soliciting input
 - Develop MWR Web pages for each Marine Corps base
 - Inform Marines about facilities/services
 - Provide specific, up-to-date information
- Get MWR personnel on-board in communicating with Marines
- Publicize the results of the survey
 - HQs release ALMAR
 - HQs release article in *Marine Corps Times*
 - NPRDC publish management report
 - HQs post NPRDC management report on Web page

Recommendations from Leaders

• MWR Funds

- Increase unit funds
- Give leaders more freedom in spending funds
- Ensure better and fairer distribution of funds for deployed Marines

• Deployment Support

- Identify an MWR POC for deployed units
- Provide deployment site information packets describing facilities/services
- Develop list of items for deployment packages - leaders can customize what they need
- Ensure access to fitness facilities at deployment sites
- Provide e-mail and less expensive phone service

• Communication

- Develop a Commander's Guide to MWR
- Get leaders timely information about what is available locally
- Publish information/resources on the Internet
- Be proactive in communicating to Marines about MWR

• Customer Service

- Improve image to counter perception that MWR's priority is to make money
- Adopt a customer service focus
- Train staff in customer respect and service mentality
- Train staff in customer interaction skills, customer orientation
- Continue to solicit input from commanders

Recommendations from Leaders (continued)

. *Costs of MWR*

- Provide affordable recreational activities for Marines everywhere
- Offer more free events
- Don't charge Marines to use MWR facilities

. *Customer Segments*

- Work on satisfying the unique needs of Marine families, young/single Marines
- Independent Duty Marines really need unit funds, information on facilities/services they can use

. *Marine Corps Exchange*

- Lower prices of items
- Offer greater variety/selection of items Marines would like to buy
- Stock with items/prices similar to Wal-Mart
- Consolidate with AAFES

Background

Project Purpose

The purposes of this project were to:

- Assess leaders' ratings of program importance
- Quantify leaders' perceptions of MWR contributions to military outcomes
- Assess how well MWR supports Marines while on deployment
- Determine leaders' understanding and satisfaction with MWR funding
- Understand how leaders hear about MWR
- Assess satisfaction with MWR

Marine Corps Leadership Survey

The survey was developed as follows:

- Gathered key topic areas and questions from Headquarters (HQs) program managers
- Reviewed past needs assessments, other military services' surveys
- Reviewed by Test and Measurement Officer, Manpower and Reserve Affairs, HQs, USMC
- Pilot tested with Marines from the Studies and Analysis Division, Marine Corps Combat development Center, Quantico
- Survey revised based on feedback
- Reviewed and front page cover letter provided from Deputy Chief of Staff for Manpower and Reserve Affairs
- Formatted and printed in scannable format

Survey Administration

The Survey administration was as such:

- HQs used White Letter Distribution List to reach leaders
- List sent to all Commanding Officers and Officers in Charge
- Obtained labels from Administration and Resources Division, Printing and Publishing Branch, HQs USMC
 - List as of May 1998 comprised 766 addresses
 - Both CONUS/OCONUS
- Mailed at end of May 1998
- 2 copies mailed to 766 addresses (N=1,532)
 - One copy for the senior officer leader
 - Second copy for the senior enlisted leader
- Instruction sheet mailed with surveys
 - "The Commanding Officer/Officer in Charge should complete one survey. . . .
 - and the Senior Enlisted Marine should complete the second survey."

Survey Analysis Plan

The survey results were analyzed by the following groups:

- Total respondents
- Fleet Marine Forces vs. Non-Fleet Marine Forces
- COs/OICs vs. SNCOICs
- Size of command comparison
 - Small (Less than 100 Marines)
 - Medium (100 - 500 Marines)
 - Large (More than 500 Marines)

Survey Respondents

Returned Surveys

- 955 surveys were returned
- 62% response rate
- 905 surveys analyzed
 - 16 “undeliverable” surveys
 - 14 returned after end of survey field period
 - 20 surveys from ROTC sites not included
- 602 surveys had written comments

Respondent Information

- What is your position?
 - 32% Commanding Officers
 - 14% OICs
 - 51% SNCOICs
 - 3% left position blank
- Are you part of:
 - 44% Fleet Marine Forces
 - 56% Non-Fleet Marine Forces
- How many active duty Marines are in your Command?
 - 50% with less than 100
 - 15% with 100-200
 - 15% with 201-500
 - 20% with more than 500
- Where are you located?
 - 82% located in CONUS
 - 18% located in OCONUS

How long have you been stationed at your current command?

- 3% < 1 month
- 10% 1 - 6 months
- 22% 7 - 12 months
- 65% > 1 year

What is the role of your establishment?

- 33% Supporting establishment
- 38% Operating forces
 - 14% Ground
 - 15% Aviation
 - 3% Command Element
 - 6% Combat Service Support
- 29% Other (specified the following. . . .)
 - I & I
 - Marine Security Guard
 - Recruiting
 - Schoolhouse
 - Reserve

Importance Ratings of Programs

MWR Program Importance Ratings
Total Respondents
Mean Importance Ratings

	Mean
Fitness center.....	3.91
Unit funds	3.89
Gyms	3.89
Services programs	3.88
Outdoor recreation areas	3.87
Playing fields	3.86
Library	3.85
Swimming pools	3.84
Outdoor recreation equipment.....	3.84
MWR convenience store	3.83
Child Development Program	3.83
Youth Program	3.82
ITT	3.81
Main Exchange.....	3.81
Intramural sports	3.81
Auto hobby shop	3.80
Recreation rooms	3.76
Recreation center	3.76
Enlisted Club	3.75
Staff NCO Club	3.73
Movie theater.....	3.73
Other recreation activities.....	3.71
Bowling center	3.67
Snack bars	3.65
Special events	3.65
Semper Fit.....	3.61
Officers' Club.....	3.59
Fast food establishments	3.59
Golf course	3.58

Note: Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither."

MWR Program Importance Ratings

Fleet vs. Non-Fleet Comparison

Mean Importance Ratings

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Fitness center	3.95	3.87	-.08*
Gyms.....	3.93	3.85	-.08*
Unit funds.....	3.92	3.87	-.05
Outdoor recreation areas	3.92	3.84	-.08
Services programs	3.91	3.86	-.05
Playing fields.....	3.91	3.82	-.09*
Child Development Program	3.88	3.79	-.09
Library	3.88	3.83	-.05
Outdoor recreation equipment	3.88	3.80	-.08
MWR convenience store.....	3.87	3.80	-.07
Swimming pools.....	3.87	3.82	-.05
ITT.....	3.86	3.76	-.10*
Main Exchange	3.85	3.78	-.07
Auto hobby shop	3.84	3.77	-.07
Youth Program	3.84	3.80	-.04
Intramural sports.....	3.83	3.80	-.03
Staff NCO Club	3.82	3.65	-.17*
Enlisted Club.....	3.81	3.69	-.12*
Movie theater	3.79	3.69	-.10
Recreation rooms.....	3.77	3.75	-.02
Other recreation activities	3.76	3.67	-.09
Recreation center.....	3.75	3.76	+.01
Bowling center.....	3.71	3.64	-.07
Snack bars	3.69	3.62	-.07
Officers' Club.....	3.67	3.52	-.15*
Golf course.....	3.64	3.54	-.10
Special events.....	3.63	3.68	+.05
Semper Fit	3.62	3.59	-.03
Fast food establishments	3.60	3.58	-.02

Note: Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither." Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

MWR Program Importance Ratings
CO/OIC vs. SNCOIC Comparison
Mean Importance Ratings

	CO/OIC	SNCOIC	Difference
Fitness center	3.95	3.87	-.08*
Services programs	3.93	3.85	-.08
Unit funds.....	3.93	3.86	-.07
Gyms.....	3.92	3.86	-.06
Outdoor recreation areas	3.91	3.84	-.07
Playing fields.....	3.90	3.82	-.08
Swimming pools	3.88	3.81	-.07
Outdoor recreation equipment	3.87	3.81	-.06
MWR convenience store.....	3.87	3.80	-.07
Main Exchange	3.86	3.77	-.09
Library	3.86	3.84	-.02
Intramural sports	3.84	3.79	-.05
Child Development Program	3.83	3.83	.00
Youth Program	3.82	3.82	.00
Auto hobby shop	3.81	3.81	.00
Recreation rooms.....	3.81	3.71	-.10
ITT.....	3.80	3.80	.00
Staff NCO Club	3.80	3.67	-.13*
Enlisted Club.....	3.79	3.70	-.09
Recreation center.....	3.78	3.73	-.05
Movie theater	3.76	3.73	-.03
Officers' Club.....	3.75	3.41	-.34*
Other recreation activities	3.71	3.72	+.01
Snack bars	3.66	3.66	.00
Bowling center.....	3.64	3.72	+.08
Special events.....	3.63	3.68	+.05
Fast food establishments	3.62	3.57	-.05
Golf course.....	3.60	3.57	-.03
Semper Fit	3.55	3.65	+.10

Note: Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither." Sorted from highest to lowest based on CO/OIC. * Significant difference between CO/OIC and SNCOIC ($p < .01$).

MWR Program Importance Ratings
Size of Command Comparison
Mean Importance Ratings

	Less than 100	100-500	More than 500
Fitness center	3.91	3.94	3.87
Gyms.....	3.90	3.90	3.86
Unit funds.....	3.88	3.92	3.89
Services programs	3.87	3.91	3.88
Library	3.86	3.87	3.80
Outdoor recreation equipment	3.85	3.86	3.78
Outdoor recreation areas	3.85	3.93	3.86
Youth Program	3.83	3.84	3.78
Swimming pools.....	3.83	3.87	3.84
Child Development Program	3.82	3.87	3.80
Playing fields	3.82	3.91	3.89
Intramural sports	3.80	3.81	3.86
ITT.....	3.79	3.84	3.79
MWR convenience store.....	3.78	3.89	3.86
Main Exchange	3.78	3.85	3.83
Auto hobby shop	3.77	3.83	3.83
Recreation rooms.....	3.74	3.80	3.76
Recreation center.....	3.74	3.81	3.73
Staff NCO Club	3.70	3.79	3.72
Enlisted Club	3.70	3.83	3.71
Movie theater	3.70	3.78	3.75
Other recreation activities	3.68	3.78	3.69
Special events.....	3.68	3.60	3.68
Bowling center.....	3.61	3.74	3.74
Snack bars	3.59	3.75	3.66*
Golf course.....	3.58	3.58	3.61
Semper Fit	3.58	3.65	3.63
Officers' Club.....	3.56	3.65	3.61
Fast food establishments	3.51	3.65	3.68*

Note: Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither." Sorted from highest to lowest based on "Less than 100." * Significant difference between the three size groups ($p < .01$).

MWR Contributions to Outcomes

MWR Contributions to Outcomes
Total Respondents
Mean Extent Ratings

	Mean
Fitness/physical condition	4.29
Opportunities for fun and leisure	4.19
Boredom relief/break from work	3.94
Stress reduction	3.89
Convenience/time savings	3.79
Money savings	3.63
Esprit de corps	3.62
Unit cohesion.....	3.55
Reduced drug/alcohol abuse.....	3.18
Unit readiness	3.12
Reduced disciplinary problems	3.10
Skill development	2.93

Note: Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent."

MWR Contributions to Outcomes
Fleet vs. Non-Fleet Comparison
Mean Extent Ratings

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Fitness/physical condition	4.29	4.29	.00
Opportunities for fun and leisure	4.20	4.18	+.02
Boredom relief/break from work	3.94	3.94	.00
Stress reduction	3.85	3.92	-.07
Convenience/time savings	3.80	3.80	.00
Money savings	3.61	3.66	-.05
Esprit de corps	3.47	3.74	-.27*
Unit cohesion	3.41	3.66	-.25*
Reduced drug/alcohol abuse	3.17	3.18	-.01
Unit readiness	3.08	3.15	-.07
Reduced disciplinary problems	3.03	3.16	-.13
Skill development	2.91	2.94	-.03

Note: Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent." Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

MWR Contributions to Outcomes
CO/OIC vs. SNCOIC Comparison
Mean Extent Ratings

	CO/OIC	SNCOIC	Difference
Fitness/physical condition	4.31	4.28	-.03
Opportunities for fun and leisure	4.24	4.15	-.09
Boredom relief/break from work	4.06	3.85	-.21*
Stress reduction	4.06	3.75	-.31*
Convenience/time savings	3.92	3.70	-.22
Money savings	3.69	3.61	-.08
Esprit de corps	3.66	3.58	-.08
Unit cohesion	3.54	3.57	+.03
Reduced drug/alcohol abuse	3.28	3.09	-.19
Reduced disciplinary problems	3.24	2.99	-.25*
Unit readiness	3.17	3.08	-.09
Skill development	2.85	3.02	+.17

Note: Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent." Sorted from highest to lowest based on CO/OIC. * Significant difference between CO/OIC and SNCOIC ($p < .01$).

MWR Contributions to Outcomes
Size of Command Comparison
Mean Extent Ratings

	Less than 100	100-500	More than 500
Fitness/physical condition	4.25	4.35	4.29
Opportunities for fun and leisure	4.11	4.25	4.27
Boredom relief/break from work	3.89	3.98	3.98
Stress reduction	3.83	3.98	3.88
Convenience/time savings	3.70	3.93	3.81
Money savings	3.67	3.66	3.51
Esprit de corps	3.67	3.56	3.59
Unit cohesion	3.64	3.46	3.47
Reduced drug/alcohol abuse	3.11	3.29	3.14
Unit readiness	3.10	3.08	3.25
Reduced disciplinary problems	3.04	3.22	3.08
Skill development	2.90	3.01	2.87

Note: Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent." Sorted from highest to lowest based on "Less than 100."

MWR Deployment Support

Percentage of Marine Under Your Command Deployed During Past Year

- None 50%
- Less than 25% 13%
- 25% - 75% 17%
- More than 75% 20%

Location Where Marine Deployed During Past Year

- CONUS shore 29%
- CONUS ship 9%
- OCONUS shore 28%
- OCONUS ship 19%

How Deployed Marines Reached their Destination

- 41% arrived by air
- 20% arrived by ship
- 17% arrived by land

Most Important MWR Activities to Deploying Units

Total Respondents

Percent "Yes"

Percent

Access to e-mail	42%
Free weights	40%
Unit funds	40%
Videos/movies	36%
Athletic gear	35%
Electronic recreation items	33%
Aerobic/fitness equipment	32%
Books/magazines	30%
Access to personal computers	29%
Access to the WWW	29%
Library resources	25%
ITT	25%
VOLED	25%
Outdoor recreation equipment	23%
Entertainment	22%
Non-electronic games	21%
Health & comfort sundry packs	17%
Video games	17%

Note: Question stated "Mark the MWR activities that you think are most important to deploying units."
Multiple responses allowed.

MWR Activities Available While Deployed
Total Respondents
 Percent "Yes"

	Percent
Free weights	34%
Videos/movies	25%
Unit funds	24%
Athletic gear	24%
Aerobic/fitness equipment	24%
Books/magazines	21%
Electronic recreation items	19%
ITT	19%
Library resources	18%
Outdoor recreation equipment	15%
Access to e-mail	14%
Non-electronic games	14%
VOLED	13%
Access to personal computers	9%
Video games	9%
Entertainment	9%
Access to the WWW	7%
Not aware of what is available	5%
Health & comfort sundry packs	5%

Note: Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed.

Most Important MWR Activities to Deploying Units Fleet vs. Non-Fleet Comparison

Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Access to e-mail.....	67%	23%	-44%*
Unit funds.....	65%	21%	-44%*
Free weights.....	63%	22%	-41%*
Videos/movies.....	56%	21%	-35%*
Athletic gear.....	56%	18%	-38%*
Electronic recreation items.....	52%	18%	-34%*
Aerobic/fitness equipment.....	51%	18%	-33%*
Books/magazines.....	46%	17%	-29%*
Access to the WWW.....	44%	17%	-27%*
Access to personal computers.....	43%	17%	-26%*
Library resources.....	39%	15%	-24%*
ITT.....	37%	15%	-22%*
VOLED.....	36%	16%	-20%*
Outdoor recreation equipment.....	34%	14%	-20%*
Non-electronic games.....	33%	10%	-23%*
Entertainment.....	32%	14%	-18%*
Video games.....	27%	9%	-18%*
Health & comfort sundry packs.....	26%	10%	-16%*

Note: Question stated "Mark the MWR activities that you think are most important to deploying units." Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

MWR Activities Available While Deployed

Fleet vs. Non-Fleet Comparison

Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Free weights.....	55%	18%	-37%*
Unit funds.....	42%	10%	-32%*
Athletic gear.....	41%	11%	-30%*
Videos/movies.....	40%	13%	-27%*
Aerobic/fitness equipment.....	39%	12%	-27%*
Books/magazines.....	35%	11%	-24%*
Electronic recreation items.....	31%	10%	-21%*
ITT.....	31%	9%	-22%*
Library resources.....	30%	8%	-22%*
Access to e-mail.....	26%	6%	-20%*
Outdoor recreation equipment.....	25%	7%	-18%*
Non-electronic games.....	24%	6%	-18%*
VOLED.....	22%	5%	-17%*
Access to personal computers.....	16%	4%	-12%*
Video games.....	14%	5%	-9%*
Entertainment.....	14%	4%	-10%*
Access to the WWW.....	12%	4%	-8%*
Health & comfort sundry packs.....	7%	3%	-4%*
Not aware of what is available.....	7%	3%	-4%

Note: Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

Most Important MWR Activities to Deploying Units CO/OIC vs. SNCOIC Comparison

Percent "Yes"

	CO/OIC	SNCOIC	Difference
Access to e-mail.....	44%	41%	-3%
Unit funds.....	41%	40%	-1%
Free weights.....	40%	40%	0%
Videos/movies.....	36%	36%	0%
Aerobic/fitness equipment.....	34%	30%	-4%
Athletic gear.....	33%	36%	+3%
Electronic recreation items.....	31%	35%	+4%
Books/magazines.....	29%	30%	+1%
Access to the WWW.....	26%	31%	+5%
Access to personal computers.....	24%	33%	+9%*
Library resources.....	24%	27%	+3%
ITT.....	23%	27%	+4%
VOLED.....	22%	27%	+5%
Outdoor recreation equipment.....	20%	24%	+4%
Entertainment.....	18%	25%	+7%*
Health & comfort sundry packs.....	18%	18%	0%
Non-electronic games.....	16%	25%	+9%*
Video games.....	13%	21%	+8%*

Note: Question stated "Mark the MWR activities that you think are most important to deploying units." Multiple responses allowed. Sorted from highest to lowest based on CO/OIC. * Significant difference between CO/OIC and SNCOIC ($p < .01$).

MWR Activities Available While Deployed
CO/OIC vs. SNCOIC Comparison
 Percent "Yes"

	CO/OIC	SNCOIC	Difference
Free weights.....	38%	31%	-7%
Videos/movies.....	28%	21%	-7%
Aerobic/fitness equipment.....	27%	21%	-6%
Athletic gear	25%	23%	-2%
Unit funds.....	25%	24%	-1%
Books/magazines.....	23%	19%	-4%
ITT.....	22%	15%	-7%*
Library resources	19%	16%	-3%
Electronic recreation items.....	18%	20%	+2%
Access to e-mail.....	16%	13%	-3%
Outdoor recreation equipment	15%	15%	0%
Non-electronic games	14%	14%	0%
VOLED.....	13%	12%	-1%
Video games	9%	8%	-1%
Access to personal computers.....	9%	10%	+1%
Entertainment.....	8%	9%	+1%
Access to the WWW.....	7%	8%	+1%
Health & comfort sundry packs	5%	4%	-1%
Not aware of what is available	4%	6%	+2%

Note: Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed. Sorted from highest to lowest based on CO/OIC. * Significant difference between CO/OIC and SNCOIC ($p < .01$).

Most Important MWR Activities to Deploying Units Size of Command Comparison

Percent "Yes"

	Less than 100	100-500	More than 500
Free weights.....	32%	50%	46%*
Access to e-mail.....	32%	53%	53%*
Unit funds.....	30%	51%	51%*
Videos/movies.....	27%	44%	50%*
Aerobic/fitness equipment.....	26%	39%	38%*
Athletic gear	25%	45%	45%*
Electronic recreation items.....	24%	43%	40%*
Access to personal computers.....	22%	35%	36%*
Access to the WWW	22%	34%	40%*
Books/magazines.....	21%	37%	40%*
Library resources	19%	31%	33%*
VOLED.....	18%	32%	31%*
ITT.....	18%	31%	32%*
Outdoor recreation equipment	18%	28%	26%*
Entertainment.....	16%	28%	25%*
Health & comfort sundry packs	13%	23%	22%*
Non-electronic games	12%	27%	31%*
Video games	10%	21%	27%*

Note: Question stated "Mark the MWR activities that you think are most important to deploying units." Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." * Significant difference between the three size groups ($p < .01$).

MWR Activities Available While Deployed Size of Command Comparison

Percent "Yes"

	Less than 100	100-500	More than 500
Free weights.....	25%	45%	42%*
Videos/movies.....	17%	32%	35%*
Aerobic/fitness equipment.....	17%	34%	28%*
Athletic gear	16%	33%	34%*
Unit funds.....	15%	34%	35%*
Books/magazines.....	13%	29%	32%*
Electronic recreation items.....	12%	29%	25%*
ITT.....	12%	25%	27%*
Library resources	11%	26%	23%*
Outdoor recreation equipment	10%	21%	21%*
Access to e-mail.....	7%	22%	22%*
Non-electronic games	7%	21%	22%*
VOLED.....	6%	19%	20%*
Video games	6%	13%	11%*
Access to personal computers	5%	16%	10%*
Access to the WWW	5%	10%	11%
Entertainment.....	4%	15%	10%*
Not aware of what is available	4%	5%	7%
Health & comfort sundry packs	3%	7%	7%

Note: Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." * Significant difference between the three size groups ($p < .01$).

Satisfaction with MWR Deployment Support

Total Respondents

Mean Satisfaction Ratings

Mean

MWR support for Marines who deploy3.42

MWR support for the family members of Marines who deploy3.40

MWR deployment support provided to Marines by the Navy3.31

MWR deployment support provided to Marines by the Air Force3.28

MWR deployment support provided to Marines by the Army3.18

Note: Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither."

Satisfaction with MWR Deployment Support
Fleet vs. Non-Fleet Comparison
Mean Satisfaction Ratings

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
MWR support for Marines who deploy	3.35	3.58	+.23*
MWR support for the family Members of Marines who deploy	3.38	3.43	+.05
MWR deployment support provided to Marines by the Navy	3.27	3.41	+.14
MWR deployment support provided to Marines by the Air Force	3.28	3.30	+.02
MWR deployment support provided to Marines by the Army	3.16	3.24	+.08

Note: Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither." * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

Satisfaction with MWR Deployment Support CO/OIC vs. SNCOIC Comparison

Mean Satisfaction Ratings

	CO/OIC	SNCOIC	Difference
MWR support for Marines3.38 3.38..... .00 who deploy			
MWR support for the family3.37 3.37..... .00 members of Marines who deploy			
MWR deployment support3.35 3.35..... .00 provided to Marines by the Navy			
MWR deployment support3.26 3.26..... .00 provided to Marines by the Air Force			
MWR deployment support3.17 3.21..... +.04 provided to Marines by the Army			

Note: Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither."

Satisfaction with MWR Deployment Support
Size of Command Comparison
Mean Satisfaction Ratings

	Less than 100	100-500	More than 500
MWR support for Marines who deploy	3.52	3.33	3.37
MWR support for the family members of Marines who deploy	3.36	3.37	3.46
MWR deployment support provided... to Marines by the Navy	3.32	3.29	3.32
MWR deployment support provided... to Marines by the Air Force	3.25	3.46	3.17
MWR deployment support provided... to Marines by the Army	3.15	3.26	3.20

Note: Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither."

MWR Funding

MWR Funding
Total Respondents
Mean Agreement Ratings

	Mean
I understand how MWR is funded	3.65
I am satisfied with the amount of unit funds available to me as a leader	2.93
I am aware of current MWR renovation/construction plans for this base	3.19
MWR funding should be increased	3.79

Note: Question asked "How much do you agree or disagree with each of the following statements?"
Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither."

MWR Funding

Fleet vs. Non-Fleet Comparison

Mean Agreement Ratings

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
I understand how MWR is funded.....	3.76	3.84	+.08
I am satisfied with the amount of unit funds available to me as a leader	2.96	3.25	+.29*
I am aware of current MWR..... renovation/construction plans for this base	3.90	4.25	+.35*
MWR funding should be increased	3.91	3.95	+.04

Note: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

MWR Funding
CO/OIC vs. SNCOIC Comparison
Mean Agreement Ratings

	CO/OIC	SNCOIC	Difference
I understand how MWR is funded.....	3.67	3.63.....	-.04
I am satisfied with the amount of unit funds available to me as a leader	3.03	2.85.....	-.18*
I am aware of current MWR renovation/construction plans for this base	3.26	3.15.....	-.11
MWR funding should be increased	3.72	3.85.....	+.13*

Note: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on CO/OIC. * Significant difference between CO/OIC and SNCOIC ($p < .01$).

MWR Funding
Size of Command Comparison
Mean Agreement Ratings

	Less than 100	100-500	More than 500
I am aware of current MWR3.02 3.28 3.33*			
renovation/construction plans			
for this base			
I am satisfied with the amount2.97 2.83 3.01			
of unit funds available to me			
as a leader			
I understand how MWR is funded.....3.60 3.67 3.73			
MWR funding should be increased3.79 3.80 3.76			

Note: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on "Less than 100." * Significant difference between the three size groups ($p < .01$).

MWR Communications

Who Gives Leaders Information on MWR Facilities and Services

Total Respondents

Percent "Yes"

	Percent
Base PAO/Newspaper	67%
Word of mouth	58%
E-mail/Internet	39%
MWR employees	30%
Read/heard about MWR on my own	30%
Other	18%

Note: Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed.

Do you receive MWR information in a timely manner?

Total Respondents

	Percent
Yes	56%
No	27%
Don't know/Not applicable	17%

Note: Question asked "Do you receive MWR information in a timely manner?"

Who Gives Leaders Information on MWR Facilities and Services

Fleet vs. Non-Fleet Comparison Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Base PAO/Newspaper	71%	64%	-7%
Word of mouth	58%	59%	+1%
E-mail/Internet.....	44%	35%	-9%*
MWR employees.....	28%	32%	+4%
Read/heard about MWR on my own..	27%	32%	+5%
Other	15%	20%	+5%

Note: Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

Do you receive MWR information in a timely manner?

Fleet vs. Non-Fleet Comparison

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Yes.....	56%	56%	0%
No	31%	24%	-7%
Don't know/Not applicable.....	13%	20%	+7%

Note: Question asked "Do you receive MWR information in a timely manner?"

Who Gives Leaders Information on MWR Facilities and Services

CO/OIC vs. SNCOIC Comparison Percent "Yes"

	CO/OIC	SNCOIC	Difference
Base PAO/Newspaper	72%	64%	-8%
Word of mouth	59%	57%	-2%
E-mail/Internet.....	41%	38%	-3%
MWR employees.....	32%	29%	-3%
Read/heard about MWR on my own..	29%	31%	-2%
Other	17%	18%	+1%

Note: Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed. Sorted from highest to lowest based on CO/OIC.

Do you receive MWR information in a timely manner?

CO/OIC vs. SNCOIC Comparison

	CO/OIC	SNCOIC	Difference
Yes.....	61%	53%	-8%
No	22%	31%	+9%
Don't know/Not applicable.....	17%	16%	-1%

Note: Question asked "Do you receive MWR information in a timely manner?"

Who Gives Leaders Information on MWR Facilities and Services

Size of Command Comparison

Percent "Yes"

	Less than 100	100-500	More than 500
Word of mouth	56%	62%	58%
Base PAO/Newspaper	51%	81%	89%*
Read/heard about MWR on my own..	31%	32%	24%
E-mail/Internet.....	25%	50%	61%*
MWR employees.....	21%	36%	45%*
Other	20%	16%	15%

Note: Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." * Significant difference between the three size groups ($p < .01$).

Do you receive MWR information in a timely manner?

Size of Command Comparison

	Less than 100	100-500	More than 500
Yes.....	43%	68%	74%*
No	30%	26%	24%
Don't know/Not applicable.....	28%	6%	2%*

Note: Question asked "Do you receive MWR information in a timely manner?" * Significant difference between the three size groups ($p < .01$).

Leader Communication of MWR Information to Command
Total Respondents
Percent "Yes"

	Percent
Directly tell my personnel	68%
Put it out electronically (e.g., e-mail)	51%
Tell someone in my command to inform personnel.....	44%
Put it in the Plan of the Day/Week	27%
Other	16%

Note: Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed.

Leader Communication of MWR Information to Command Fleet vs. Non-Fleet Comparison

Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Directly tell my personnel	66%	70%	+4%
Put it out electronically) (e.g., e-mail	59%	45%	-14%*
Tell someone in my command to inform personnel	48%	41%	-7%
Put it in the Plan of the Day/Week	31%	24%	-7%
Other	14%	17%	+3%

Note: Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

Leader Communication of MWR Information to Command
CO/OIC vs. SNCOIC Comparison
 Percent "Yes"

	CO/OIC	SNCOIC	Difference
Directly tell my personnel	65%	72%	+7%
Put it out electronically (e.g., e-mail)	55%	49%	-6%
Tell someone in my command to inform personnel	57%	33%	-24%*
Put it in the Plan of the Day/Week	30%	24%	-6%
Other	17%	14%	-3%

Note: Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed. Sorted from highest to lowest based on CO/OIC. * Significant difference between CO/OIC and SNCOIC ($p < .01$).

Leader Communication of MWR Information to Command Size of Command Comparison

Percent "Yes"

	Less than 100	100-500	More than 500
Directly tell my personnel	71%	68%	63%
Put it out electronically	35%	63%	75%*
(e.g., e-mail)			
Tell someone in my command	30%	57%	62%*
to inform personnel			
Other	14%	15%	19%
Put it in the Plan of the Day/Week	13%	43%	40%*

Note: Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." * Significant difference between the three size groups ($p < .01$).

Leader Satisfaction

Leader Satisfaction with MWR
Total Respondents
Mean Agreement Ratings

	Percent
I encourage my Marines to use the Marine Corps MWR..... facilities and services.	3.91
MWR is a valuable component of Marine Corps life.	3.87
I believe Marine Corps MWR improves the quality of life of my Marines.	3.82
I believe MWR addresses the needs of Marine Corps families.....	3.53
I am satisfied with MWR's support for Marine Corps family members.	3.49
I am satisfied with the Marine Corps MWR.	3.40
I am satisfied with MWR's support for single Marines.	3.40
In the past, I have been given the opportunity to provide MWR..... with feedback on their facilities and services.	3.18

Note: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither."

Leader Satisfaction with MWR

Fleet vs. Non-Fleet Comparison

Mean Agreement Ratings

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
I encourage my Marines to.....	3.90	3.93	+.03
use the Marine Corps MWR facilities and services.			
MWR is a valuable component	3.84	3.90	+.06
of Marine Corps life.			
I believe Marine Corps MWR	3.78	3.85	+.07
improves the quality of life of my Marines.			
I believe MWR addresses the	3.47	3.58	+.11
needs of Marine Corps families.			
I am satisfied with MWR's	3.38	3.58	+.20*
support for Marine Corps family members.			
I am satisfied with MWR's	3.30	3.47	+.17*
support for single Marines.			
I am satisfied with the Marine.....	3.28	3.48	+.20*
Corps MWR.			
In the past, I have been given	3.12	3.22	+.10
the opportunity to provide MWR with feedback on their facilities and services.			

Note: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on Fleet Marine Forces. * Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ($p < .01$).

Leader Satisfaction with MWR
CO/OIC vs. SNCOIC Comparison
Mean Agreement Ratings

	CO/OIC	SNCOIC	Difference
I encourage my Marines to.....	3.94	3.90	-.04
use the Marine Corps MWR facilities and services.			
MWR is a valuable component	3.91	3.84	-.07
of Marine Corps life.			
I believe Marine Corps MWR	3.87	3.78	-.09
improves the quality of life of my Marines.			
I believe MWR addresses the	3.62	3.44	-.18*
needs of Marine Corps families.			
I am satisfied with MWR's	3.54	3.46	-.08
support for Marine Corps family members.			
I am satisfied with the Marine	3.49	3.31	-.18*
Corps MWR.			
I am satisfied with MWR's	3.38	3.41	+.03
support for single Marines.			
In the past, I have been given	3.15	3.20	+.05
the opportunity to provide MWR with feedback on their facilities and services.			

Note: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on CO/OIC. * Significant difference between CO/OIC and SNCOIC ($p < .01$).

Leader Satisfaction with MWR

Size of Command Comparison

Mean Agreement Ratings

	Less than 100	100-500	More than 500
I encourage my Marines to.....	3.92	3.91	3.92
use the Marine Corps			
MWR facilities and services.			
MWR is a valuable component	3.90	3.87	3.78*
of Marine Corps life.			
I believe Marine Corps MWR	3.83	3.81	3.80
improves the quality of life			
of my Marines.			
I believe MWR addresses the	3.54	3.51	3.53
needs of Marine Corps			
families.			
I am satisfied with MWR's	3.50	3.44	3.53
support for Marine Corps			
family members.			
I am satisfied with MWR's	3.44	3.33	3.35
Support for single Marines.			
I am satisfied with the Marine.....	3.42	3.32	3.42
Corps MWR.			
In the past, I have been given	3.10	3.17	3.37*
The opportunity to provide			
MWR with feedback on their			
facilities and services.			

Note: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on "Less than 100." * Significant difference between the three size groups ($p < .01$).

Summary

Summary

- Survey obtained excellent response rate, and two-thirds of all respondents provided written comments.
- Although ALL MWR programs had similar ratings of program importance, when rank-ordered the top three were the fitness center, unit funds, and the gyms.
- Differences in Fleet vs. Non-Fleet ratings of program importance may show that the Non-Fleet is not tuned-in with Fleet needs.
- The top three outcomes to which MWR contributes are fitness/physical condition, opportunities for fund and leisure, and boredom relief/break from work.
- Deployment support needs attention
 - Big gaps exist between ratings of importance and what is actually available to deploying Marines
- The lowest satisfaction rating on the entire survey was in response to the statement "I am satisfied with the amount of unit funds available to me as a leader."
- Leaders want more unit funds and they also want more control in how they can spend those unit funds.
- Leaders primarily get their MWR information from the Base PAO/newsletter.
- About one-quarter of all leaders do NOT receive MWR information in a timely manner - this is especially true of those in small commands.
- Over two-thirds of all leaders directly tell personnel about MWR; over half of leaders are communicating MWR information through electronic means (e.g., e-mail).
- Most leaders agree that they encourage their Marines to use MWR.
- Most leaders agree that MWR is a valuable component of Marine Corps life.
- Leaders appreciated the opportunity to provide MWR with feedback; the key to the success of the survey will be acting upon their feedback.

Recommendations

Recommendations

- HQs reevaluate importance of MWR programs
 - Focus funding/efforts on smaller set of core programs
 - Ensure existence and consistency in these programs world-wide
- HQs focus initiatives on deployment support
 - Reevaluate providing so many choices
 - Make sure can provide most important
 - Access to e-mail
 - Free weights
 - Unit funds
- Give leaders more freedom in using/accounting for Unit Funds
- Mount a communication campaign
 - Develop state-of-the-art MWR HQs Web page
 - Inform leaders of what is happening at HQs
 - Talk about what is being done for Marines
 - Devote section of Web page to soliciting input
 - Develop MWR Web pages for each Marine Corps base
 - Inform Marines about facilities/services
 - Provide specific, up-to-date information
- Get MWR personnel on-board in communicating with Marines
- Publicize the results of the survey
 - HQs release ALMAR
 - HQs release article in *Marine Corps Times*
 - NPRDC publish management report
 - HQs post NPRDC management report on Web page

Recommendations from Leaders

- ***MWR Funds***

- Increase unit funds
- Give leaders more freedom in spending funds
- Ensure better and fairer distribution of funds for deployed Marines

- ***Deployment Support***

- Identify an MWR POC for deployed units
- Provide deployment site information packets describing facilities/services
- Develop list of items for deployment packages - leaders can customize what they need
- Ensure access to fitness facilities at deployment sites
- Provide e-mail and less expensive phone service

- ***Communication***

- Develop a Commander's Guide to MWR
- Get leaders timely information about what is available locally
- Publish information/resources on the Internet
- Be proactive in communicating to Marines about MWR

- ***Customer Service***

- Improve image to counter perception that MWR's priority is to make money
- Adopt a customer service focus
- Train staff in customer respect and service mentality
- Train staff in customer interaction skills, customer orientation
- Continue to solicit input from commanders

Recommendations from Leaders (continued)

- ***Costs of MWR***

- Provide affordable recreational activities for Marines everywhere
- Offer more free events
- Don't charge Marines to use MWR facilities

- ***Customer Segments***

- Work on satisfying the unique needs of Marine families, young/single Marines
- Independent Duty Marines really need unit funds, information on facilities/services they can use

- ***Marine Corps Exchange***

- Lower prices of items
- Offer greater variety/selection of items Marines would like to buy
- Stock with items/prices similar to Wal-Mart
- Consolidate with AAFES

Appendix A: Comments from Marine Corps Leaders

Introduction

- Marine Corps Leadership Survey gave respondents opportunity to provide written comments
 - “If MWR could do one thing for you as a leader, what would it be?”
 - “For your deploying units, what is not being provided to you as a leader that you would like to have?”
 - “Do you have any additional comments about MWR?”

Leaders Providing Comments

- 66% of returned surveys had comments (N=602)
 - 198 from Commanding Officers
 - 82 from OICs
 - 305 from SNCOICs
 - 17 did not provide any leadership information
- Comments from Marines at installations, at remote locations, and on independent duty

Analysis of Comments

- All responses read, typed into database
- Comments overlapped across questions
- Information provided was analyzed and categorized by topic area across questions
- Summary of issues by categories follows
- Be aware that comments are often negative

Categories of Comments

- | | |
|-------------------------|------------------|
| • MWR Funds | • Clubs |
| • Deployment Support | • New Activities |
| • Communication | • Alcohol |
| • Customer Service | • FAP |
| • Costs of MWR | • Kudos |
| • Customer Segments | |
| • Marine Corps Exchange | |

Summary of Major Themes

- MWR is an integral part of the Marine Corps
- MWR has come a long way in terms of improvements
- Increase Unit Funds for all units
- Communicate in more timely manner
- Improve the customer service received from MWR employees

Summary of Major Themes

(continued)

- Provide affordable recreational activities for Marines everywhere
- Define the mission of the MCX and make it known

***MWR Funds:
Increase Unit Funds***

- Increase per-Marine amount
- More money for all units, both at home and deployed, independent duty, active and reserve
- More money for unit functions, recreation, equipment
- Compensate independent duty Marines

***MWR Funds:
More Say in How Funds Are Spent***

- Let Marine leaders allocate funds
- Leaders do NOT want to be dictated to by outside rules (e.g., from MWR)

“The USMC trusts me to look after 12 F/A-18 aircraft (\$32M a copy) and approximately 200 Marines. I believe I can handle the distribution of MWR funds for these Marines.”

MWR Funds: Explain How MWR Funds Work

- Provide a Commander's Guide for MWR Funds
- Publish articles on how to use the funds in Marine Corps publications

"Better education - most Marines have limited knowledge of all that MWR can and is prepared to do for your Marines. MWR better understood will be MWR better used."

MWR Funds: Better Distribution of Funds

- Better define how MWR funds are distributed for deployed Marines on ship

"The FMFPAC/Fleet orders governing the MWR relationship between the ship CO and the Marine Commander of Troops are vague and outdated. The ship has too much leverage on how money is spent and the Marines may not profit if the ship's CO is not a rational person."

MWR Funds: Fairer Distribution of Profits

- Ensure fairer distribution of MWR profits for deployed Marines (shore)

“When my Marines deploy to 29 Palms for 3-6 weeks during the summer, MWR makes a huge profit off the beer tent - which is their sole source of entertainment at the Expeditionary Airfield. None of that money is given back to the units that provided this immense profit.”

Deployment Support

- Identify an MWR POC for deployed units
- MWR Welcome Aboard package for deployment sites with specific information
- Provide e-mail at all locations
- Provide sports/fitness equipment
- Need readily available, less expensive telephone service
- Create innovative tour packages

Deployment Support: Aboard Ship

- Provide e-mail for deployed Marines
- Provide TV/VCRs for berthing
- Augment fitness equipment on ships while Marines are deployed
- Provide advance information about deployment site facilities/services while deploying Marines are en route

Deployment Support: At Deployment Sites

- Ensure access to fitness facilities
- Provide affordable activities, tours
- Deployed Marines need buses that operate outside normal working hours
- Disconnect between who should provide MWR services - home base or deployment site
- Provide a small MWR site for Marines

Deployment Support: Deployment Packages

- Leaders want deployment packages - often aren't getting them
- Develop list of items for deploying units - leaders can check what they want

“Give me the opportunity to design my own support package (as opposed to ‘here, this is what you get’).”

Communication: Get the Word Out

- Develop a Commander's Guide to MWR
- Leaders need more timely information
- Tell us what's available locally, what's changing
- Publish resources on Internet/LANs
- Do a better job of marketing/advertising
- Be proactive!

Customer Service: Improve Image

- Perception is that MWR is out to make money
- Making money is MWR's first priority - supporting the individual Marine comes second
- Keep prices aboard installations reasonable; don't be concerned with making a profit off the Marine

Customer Service: Improve Attitude

- Respondents sense an "Us" vs. "Them" attitude
- Staff not open to suggestions for improvement
- Staff has lack of respect for their customers

"MWR should remember they are here to do a service for the military, not the other way around."

Customer Service: Improve Service

- Employees are not friendly or helpful
- Lack of customer orientation

“The service I receive at most MWR facilities is terrible. Wal-Mart has a more courteous and knowledgeable staff than at the Exchange.”

Customer Service: Ideas for Improvement

- Listen to Marines, to what they need
- Continue to solicit input from commanders
- Get feedback about changes
- Be more responsive to requests for support
- Adopt a customer service focus

“MWR is still not very customer focused as they have a virtual monopoly for on-base activities. Therefore they often provide what they want to give rather than what the customer wants.”

***Costs of MWR:
Prices Are Too High***

- Gas, facilities, pools, recreation rentals are too expensive
- Too much profit - services should break even (e.g., snack bars, haircuts, laundry)
- Price by paygrade
- Give discounts for unit activities
- Remain an inexpensive source of recreational activities

***Costs of MWR:
Offer No Cost Entertainment***

- Marines needs free tours, movies, tickets, concerts, entertainment

“While I generally believe MWR is good, the fact that Marines have to pay to use their services is ridiculous.... If there is a pool on the base, then a Marine should be able to use it without cost. Same goes for any sport or activity.”

***Customer Segments:
Provide Support for Families***

- Take care of the Marine's family
- Sponsor more activities
 - youth activities
 - family activities
 - summer recreation
- Get involved with families of deployed Marines - provide e-mail/messages
- Better support for/from Key Volunteers by standardizing the training

***Customer Segments:
Focus on Young/Single Marines***

- More activities geared towards young/single Marines (vs. families)
 - alcohol-free events
 - weekend programs - trips, tours, outings
 - recreation geared towards their interests
 - entertainment - concerts, computers/internet,
 - education
 - gathering places for young Marines
 - improve QOL in the barracks

Customer Segments:

Independent Duty

- No MWR benefits are available to organizations located at a distance from military installations except for unit funds
- Increase funding for these units so that they may provide a small portion of the benefits received by Marines onboard installations
- Give us info on what's happening in USMC MWR, services in our area

Customer Segments:

Independent Duty (continued)

“Unit funds should be increased to compensate for lack of base MWR support.”

“MWR needs to find a way to help all Marines on independent duty. I would recommend additional funds to help the Marines cover the activities offered in the civilian communities, i.e., gyms, tickets, recreation, pools, equipment rentals, child development.”

Customer Segments:
Independent Duty (continued)

“Have MWR contract with one (national fitness center) so recruiters can join at a nominal fee.”

“Create an MWR Outreach program to support Marines assigned to independent duty such as recruiting duty.”

Customer Segments:
Reserves/I&I

- Funds for an end-of-training unit party, or some other type of activity

“Funding for Reserve units is for active duty only, no funds for SMCR personnel. This effectively reduces the funding available by 1/3 as we spread the funding to support the entire squadron.”

Marine Corps Exchange: High Prices

- Too many high cost labels vs. affordable brands
- Prices are not competitive; no savings
- More expensive than AAFES
- More likely to find Marines shopping at Wal-Mart

Marine Corps Exchange: High Prices (continued)

“Lower prices at the Exchange. I can’t afford to shop there and I’m a SgtMaj, so I know PFC Marines can’t afford it. Our Marines do not handle their finances well at all; they are living beyond their means. We need to get the cost down to their level - more on the Wal-Mart/Kmart level.”

Marine Corps Exchange: Poor Selection

- Variety and selection does not compare with stores in the civilian community
- Stock Exchanges with items the majority of people would purchase

“Stock the Exchanges with items comparable to those found at Wal-Mart, etc. Marines and their families normally frequent discount warehouses and department stores for selection and cost savings.”

Marine Corps Exchange: Get on Board with AAFES

- Disestablish MCX and consolidate with AAFES
- AAFES offers better price and selection

“Based on my experience, AAFES provides a much better selection of goods at lower prices. The Marine Corps Exchanges pale in comparison.”

Marine Corps Exchange: Why in Business?

- The question the Marine Corps needs to ask is:
“Should our Exchanges try and compete with Wal-Mart? If not, then decide what needs we can meet, identify those we can’t, and then go out and tell our Marines what we can offer them.”

Clubs: Keep Separate

- The trend toward consolidating clubs does not support the needs of the Marines
- Separate clubs support camaraderie within Officer, SNCO, and enlisted ranks
“The trend toward consolidating Officer and SNCO clubs is a mistake. MWR thinks they will increase attendance by opening to more ranks. The opposite effect occurs - neither Officers nor SNCOs enjoy going to consolidated clubs.”

Clubs:
Lower Prices

- Lower prices to use clubs for unit functions
- Do not charge NCO and below to get into the enlisted clubs

“Make the club and facilities open to units or section functions at no cost. MWR shoots itself in the foot with the young officers by consistently requiring a user fee for section classes, etc. This discourages the use of the O Club - in the long run losing many business opportunities, such as wetting downs.”

Clubs:
Get Out of the Business

- Don't waste money operating clubs if they are not making a profit

“Get out of the club business and contract the clubs out. Let someone who is willing to spend money to make money take over the clubs.”

New Activities

- Leaders say they want more contemporary activities available to them
 - Keep up-to-date with new activities - BMX, skateboarding, roller blading, rock climbing, paint ball, etc.
 - “Warfare” activities - martial arts, shooting, etc.
 - Entertainment/concerts/shows
 - Sports/intramurals/league teams/athletic events
 - Provide on-base transportation to these activities

Alcohol: Deglamorize It

- Provide events for families and single Marines that do not promote the consumption of alcohol

“In a time when the Marine Corps is trying to promote the deglamorization of alcohol, it would be very beneficial to have MWR working with us and not against us.”

FAP:
Cease Using at MWR Facilities

“Stop the practice of using FAP Marines to support activities. Most are not MOS related. Marines go to an institution with absolutely no unit integrity/cohesion and the units usually get back a Marine whose MOS skills, military conduct/discipline has been severely atrophied.”

Kudos

- Doing a good job!
- MWR has come a long way and is getting better every year
- Kudos to the MWR employees throughout the USMC who work very hard, with limited funds, to provide services to Marines and their families
- MWR is definitely having an impact on quality of life
- MWR is an integral part of Marine Corps life

Comments Summary

- Large numbers of comments indicate strong interest in MWR
- Recommendations from leaders focus on:
 - MWR funds
 - Deployment support
 - Communication
 - Customer service
 - Costs of MWR
 - Customer segments
 - Marine Corps Exchange

Recommendations from Leaders

MWR Funds

- Increase unit funds
- Give leaders more freedom in spending funds
- Ensure better and fairer distribution of funds for deployed Marines

Recommendations from Leaders

Deployment Support

- Identify an MWR POC for deployed units
- Provide deployment site information packets describing facilities/services
- Develop list of items for deployment packages
 - Leaders can easily see what is available
 - Leaders can customize packages

Recommendations from Leaders

Deployment Support (continued)

- Ensure access to fitness facilities at deployment sites
- Provide email - less expensive phone service
- Provide transportation options for deployed Marines, especially in off-hours

Recommendations from Leaders

Communication

- Develop a Commander's Guide to MWR
- Get leaders timely information about what is available locally
- Publish information/resources on Internet
- Be proactive in communicating to Marines about MWR!

Recommendations from Leaders

Customer Service

- Improve image to counter perception that MWR's priority is to make money
- Adopt a customer service focus
- Train staff in customer respect and service mentality
- Train staff in customer interaction skills, customer orientation
- Continue to solicit input from commanders

Recommendations from Leaders

Costs of MWR

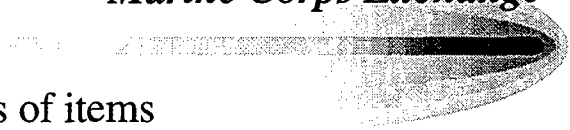
- Provide affordable recreational activities for Marines everywhere
- Offer more free events
- Don't charge Marines to use MWR facilities

Recommendations from Leaders

Customer Segments

- Work on satisfying the unique needs of Marine families, young/single Marines
- Independent Duty Marines really need unit funds, information of facilities/services they can use

Recommendations from Leaders
Marine Corps Exchange

- 
- Lower prices of items
 - Offer greater variety/selection of items
Marines would like to buy
 - Stock with items/prices similar to WalMart
 - Consolidate with AAFES

Appendix B: Marine Corps Leadership Survey

Marine Corps Leadership Survey



A MESSAGE FROM THE DEPUTY CHIEF OF STAFF FOR MANPOWER AND RESERVE AFFAIRS

Leaders in our Corps are crucial to making Marines and winning battles. Quality of Life programs, including Morale, Welfare, and Recreation (MWR) programs, are an essential element of readiness and retention. Because of this, it is important that MWR knows and understands your needs as Commanders. Leadership must evaluate MWR programs as they relate to mission accomplishment. In a changing world which includes manpower and budgetary constraints, your insights are critical as we plan for the future.

You have been selected to participate in this important survey of leaders. The time you spend completing this survey will benefit Marines for years to come. Your responses will help guide the MWR priorities into the 21st Century. Thank you, in advance, for your help. Semper Fidelis!

Sincerely,

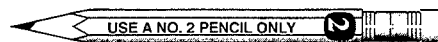
A handwritten signature in black ink, appearing to read "C. A. Mutter".

C. A. MUTTER
Lieutenant General
U.S. Marine Corps
Deputy Chief of Staff for
Manpower and Reserve Affairs

This is the first time Marine Corps leaders have been sent a survey specifically designed to determine how MWR can provide you with better support. The data you provide will be used by Headquarters, Marine Corps (MR) to better our programs and services. Please take the 20 minutes needed to complete this survey and provide us with your feedback!

SURVEY INSTRUCTIONS

- * USE NO. 2 PENCIL ONLY.
- * Do NOT use ink, ballpoint, or felt tip pens.
- * Erase cleanly and completely any changes you make.
- * Make black marks that fill the circle.
- * Do NOT make any stray marks on the form.



CORRECT MARK:
INCORRECT MARKS:



Privacy Act Statement

The purpose of this questionnaire is to collect data to evaluate existing and proposed Marine Corps Morale, Welfare, and Recreation (MWR) programs. The information provided in this questionnaire will be analyzed and stored in confidence by the Navy Personnel Research and Development Center in San Diego, CA. Information you provide will be considered only when statistically summarized with the responses of others, and will not be attributable to any single individual. Completion of this survey is entirely voluntary. Failure to respond to any of the questions will NOT result in any penalties except lack of representation of your views in the final results and outcomes. Authority to request this information is granted under Title 5, U.S. Code 301.

START SURVEY HERE

BACKGROUND INFORMATION

- | | |
|--|---|
| <p>1. What is your position?
(Mark only one)</p> <ul style="list-style-type: none"><input type="radio"/> Commanding Officer<input type="radio"/> OIC<input type="radio"/> SNCOIC <p>2. What is your paygrade?</p> <ul style="list-style-type: none"><input type="radio"/> E6-E9<input type="radio"/> CWO2-CWO5<input type="radio"/> O1-O3<input type="radio"/> O4 and above <p>3. Where are you located?</p> <ul style="list-style-type: none"><input type="radio"/> CONUS (including Alaska and Hawaii)<input type="radio"/> OCONUS (excluding Alaska and Hawaii) <p>4. How many active duty Marines are in your command?</p> <ul style="list-style-type: none"><input type="radio"/> Less than 50<input type="radio"/> 50-99<input type="radio"/> 100-200<input type="radio"/> 201-500<input type="radio"/> 501-1000<input type="radio"/> 1001-5000 | <p>5. How long have you been stationed at your current command?</p> <ul style="list-style-type: none"><input type="radio"/> Less than 1 month<input type="radio"/> 1 to 6 months<input type="radio"/> 7 months to 1 year<input type="radio"/> More than 1 year <p>6. What is your sex?</p> <ul style="list-style-type: none"><input type="radio"/> Female<input type="radio"/> Male <p>7. Are you part of:</p> <ul style="list-style-type: none"><input type="radio"/> Fleet Marine Forces<input type="radio"/> Non-Fleet Marine Forces <p>8. What is the role of your establishment?</p> <ul style="list-style-type: none"><input type="radio"/> Supporting Establishment<input type="radio"/> Operating Forces, Ground<input type="radio"/> Operating Forces, Aviation<input type="radio"/> Operating Forces, Command Element<input type="radio"/> Operating Forces, Combat Service Support<input type="radio"/> Other (specify): _____ <p>_____</p> <p>_____</p> |
|--|---|

Program Importance

MWR programs and services are listed below. For each one, rate how important it is to you as a leader and blacken the appropriate circle.

	Very unimportant	Unimportant	Neither	Important	Very important	Don't know/Not applicable
1. Information, Tickets, and Tours (ITT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Fitness center (e.g., weight training, cardiovascular equipment, aerobics classes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. "Semper Fit"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Gyms (e.g., basketball, volleyball)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Outdoor recreation areas (e.g., beach, picnic areas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Outdoor recreation equipment checkout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Playing fields (e.g., softball, soccer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Unit funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Recreation rooms (e.g., music/TV room in BEQs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Main Exchange	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Recreation center (e.g., pool tables, video games areas, space for recreation that is smoke-/alcohol-free)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Swimming pools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very unimportant	Unimportant	Neither	Important	Very important	Don't know/Not applicable
13. Enlisted Club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Staff NCO Club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Officers' Club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Movie theater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Fast food establishments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Intramural sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Bowling center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Golf course	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Auto hobby shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Child Development Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Youth Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Other recreation activities (e.g., stables, marinas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Snack bars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. MWR convenience store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Special events (e.g., concerts, festivals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Services programs (e.g., barber shop, rental, tailor shop)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

MWR Contributions to Outcomes

To what extent do MWR programs assist you as a leader in attaining the following outcomes?

	Not at all	A small extent	Some extent	A large extent	A very large extent	Don't know/Not applicable
1. Esprit de corps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Unit cohesion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Unit readiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Fitness/physical condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Stress reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Boredom relief/break from work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Reduced drug/alcohol abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Reduced disciplinary problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Skill development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Opportunities for fun and leisure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Convenience/time savings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Money savings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

MWR Deployment Support

The following questions ask about MWR support for Marines while on deployment (away from home base for a period greater than ten consecutive days annually).

1. About what percentage of Marines under your command were deployed during the past year?

- ☐ None (0%) - **skip to NEXT SECTION (MWR Funding) on page 5**
- ☐ Less than 25%
- ☐ 25% - 50%
- ☐ 51% - 75%
- ☐ 76% - 100%

2. To which of the following locations did Marines under your command deploy during the past year? (Mark all that apply)

- ☐ CONUS, shore
- ☐ CONUS, ship
- ☐ OCONUS, shore
- ☐ OCONUS, ship

3. How did these deployed Marines reach their destination? (Mark all that apply)

- ☐ Air
- ☐ Ship
- ☐ Land to land

4. Mark the MWR activities that you think are most important to deploying units. (Mark all that apply)

- ☐ Free weights
- ☐ Aerobic/fitness equipment
- ☐ Athletic gear (sports equipment)
- ☐ Outdoor recreation equipment
- ☐ Information, Tickets, and Tours (ITT)
- ☐ Health and comfort sundry packs
- ☐ Unit funds
- ☐ Voluntary education programs
- ☐ Books/magazines
- ☐ Library resources
- ☐ Access to personal computers
- ☐ Access to e-mail
- ☐ Access to the Internet/World Wide Web
- ☐ Entertainment (e.g., shows, bands)
- ☐ Electronic recreation items (TVs, VCRs, movie cameras)
- ☐ Videos/movies
- ☐ Video games
- ☐ Games (non-electronic, such as cards, box games)

5. Mark the MWR activities that have generally been available for your Marines who deployed during the past year. (Mark all that apply)

- ☐ Free weights
- ☐ Aerobic/fitness equipment
- ☐ Athletic gear (sports equipment)
- ☐ Outdoor recreation equipment
- ☐ Information, Tickets, and Tours (ITT)
- ☐ Health and comfort sundry packs
- ☐ Unit funds
- ☐ Voluntary education programs
- ☐ Books/magazines
- ☐ Library resources
- ☐ Access to personal computers
- ☐ Access to e-mail
- ☐ Access to the Internet/World Wide Web
- ☐ Entertainment (e.g., shows, bands)
- ☐ Electronic recreation items (TVs, VCRs, movie cameras)
- ☐ Videos/movies
- ☐ Video games
- ☐ Games (non-electronic, such as cards, box games)
- ☐ I am not aware of what was available

As a leader, how satisfied are you with:

- | | Completely dissatisfied | Neither | Satisfied | Completely satisfied | Don't know/Not applicable |
|--|-------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| 6. the MWR support for Marines who deploy? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. the MWR support for the family members of Marines who deploy? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. the MWR deployment support provided to Marines by the Navy? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. the MWR deployment support provided to Marines by the Army? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. the MWR deployment support provided to Marines by the Air Force? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

If you have additional comments on MWR deployment support, please provide them at the end of the survey.

MWR Funding

How much do you agree or disagree with each of the following statements?

- | | Strongly disagree | Disagree | Neither | Agree | Strongly agree | Don't know/Not applicable |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| 1. I understand how MWR is funded. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. I am satisfied with the amount of unit funds available to me as a leader. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. I am aware of current MWR renovation/construction plans for this base. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. MWR funding should be increased. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

MWR Communications

1. Who gives you information on MWR facilities and services? (Mark all that apply)

- ☐ Word of mouth
- ☐ Base PAO/Newspaper
- ☐ MWR employees
- ☐ Read/heard about MWR on my own
- ☐ E-mail/Internet
- ☐ Other

2. Do you receive MWR information in a timely manner?

- ☐ Yes
- ☐ No
- ☐ Don't know/Not applicable

3. How do you as a leader communicate the availability of MWR facilities and services to your command? (Mark all that apply)

- ☐ Directly tell my personnel
- ☐ Tell someone in my command to inform personnel
- ☐ Put it in the Plan of the Day/Week
- ☐ Put in out electronically (e.g., e-mail)
- ☐ Other

Leader Satisfaction

How much do you agree or disagree with each of the following statements?

1. I am satisfied with the Marine Corps MWR.
2. I encourage my Marines to use the Marine Corps MWR facilities and services.
3. I am satisfied with MWR's support for Marine Corps family members.
4. I am satisfied with MWR's support for single Marines.
5. In the past, I have been given the opportunity to provide MWR with feedback on their facilities and services.
6. I believe Marine Corps MWR improves the quality of life of my Marines.
7. I believe MWR addresses the needs of Marine Corps families.
8. MWR is a valuable component of Marine Corps life.

Strongly disagree	Disagree	Neither	Agree	Strongly agree	Don't know/Not applicable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General Comments

If MWR could do one thing for you as a leader, what would it be?

For your deploying units, what is not being provided to you as a leader that you would like to have?

Do you have any additional comments about MWR?

Thank you for your time and effort!

If you have any questions, call:

Amy Culbertson

(619) 553-0554 or DSN 553-0554

Please complete the survey as soon as possible, and put in envelope provided or return to:

COMMANDING OFFICER

Survey Operations Center (SOC)

Navy Personnel Research and Development Center

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